Intermountain Questions

In considering the questions below, please try to be as specific as possible, citing examples that reflect how Intermountain stands apart from its competition.

1. • Background and history of Intermountain: size, type of boilers, turbines, generators, emissions control equipment, upgrades, number of employees, date of service, mode of operation, customers, etc.
2. • Coal supply. Does all coal come from Utah or is some out-of-state coal used? Was ownership in the nearby mines part of the original power plant development plan? Has Intermountain's coal supply strategy changed at all in recent years in response to changes in market conditions? If so, how?
3. • Plant design. Are there any unique features you'd like to describe that have helped Intermountain achieve a high reliability record over the past 15 years of operation? What areas/systems stand out as extremely reliable and why? What areas/systems have not held up as well, and what are you doing to address these?
4. • Plant performance. Intermountain's capacity factor and availability exceed the industry average information by pretty wide margins. What are the two or three things that have permitted this exceptional record to be achieved? How does Intermountain's heat rate compare to its design heat rate? Has it declined over time? Do you have a periodic or continuous heat rate monitoring program in place? If so, how is it designed/used?
5. • Plant maintenance. How are preventive and proactive maintenance tools used to keep forced outage rates low? Can you share some specific examples? What range of predictive tools do you use?
6. • Steam turbine upgrade. What led to the decision to upgrade the steam turbine with Dense Pack? Was it simply to meet rising demand or were other factors involved, such as deterioration of the turbines? What is the status of the upgrade? Were any other BOP upgrades or changes needed to accommodate the capacity increase? Did the project trigger NSR?
7. • Plant operation. Has Intermountain developed any unique operational strategies to improve efficiency, minimize O&M costs, etc.? For example, any special start-up, shutdown, ramping procedures in place? Any innovative operational strategies for the emissions control equipment?
8. • Employee performance. Can you share some details on your employee incentive program? What factors is it tied to (heat rate, production, forced outage rates, safety, etc.)? Can you compare your turnover rates to the industry at large? What new programs have you instituted to attract, retain, re-invigorate your workforce? Have staffing levels gone up or down in the past few years? Why? Is cross-training in use at Intermountain?
9. • Environmental systems. What are the permitted NOx and SO2 limits at Intermountain? Have you had to make any significant environmental investments since going on-line? Do you have any unique environmental requirements (regional, state, water rights, etc.)? Have you evaluated mercury emissions from Intermountain and the plant's ability to control emissions with existing

equipment?

10 • Outage management. How has this process evolved over the years at Intermountain? Have outage lengths shortened? How far in advance do you begin planning? Is there a dedicated full-time person for outage planning? Has use of contractors increased or decreased? Any specific programs or principles in place that have improved outage management?

11 • Ownership/operation. Can you discuss the ownership and operation of Intermountain? How is LADWP held accountable to the owners in its operation of the plant? Are there aspects of the owner/operator relationship that facilitate better plant performance? Are there aspects that hamper plant performance? How are capital projects proposed, evaluated and executed?

12 • What are your biggest challenges right now with respect to operations? Maintenance? Environmental?